

88-2593X

9 June 1988

MEMORANDUM FOR: Director of Central Intelligence

THROUGH: DDCI
Executive Director
Executive Secretary

FROM:



Chairman, DCI Management Advisory Group

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SUBJECT: The DCI Management Advisory Group

1. The purpose of this memorandum is to inform you about the existence of the DCI's Management Advisory Group (DCI MAG) and invite you to meet with us to discuss ways in which the MAG might be useful to you and other senior managers.

2. BACKGROUND: The Director's Management Advisory Group (DCI MAG) was established in 1969 to provide advice and assistance to the DCI and Agency senior managers, to enhance communications between Agency management and its employees, and to give mid-grade officers from different disciplines in intelligence an opportunity to become involved with Agency management issues. It is made up of representatives from each Directorate, from the DCI area and from the other Management Advisory Groups in the Agency. Members are appointed by their Directorates, and are usually in grades 14 or 15, with at least five years Agency experience. (See membership list at Annex A.) The most recent charter for the group was promulgated in 1986. (Attached at Annex B.)

3. MEMBERSHIP: The membership of the MAG changes rather frequently; members usually serve for one year and may extend for an additional six months. This gives a wide range of officers the opportunity to serve on the MAG, but it does create some problems in terms of continuity and institutional memory. The MAG meets for 90 minutes once each month, and breaks its discussions into general issue areas, e.g., personnel, awards, transportation, security, and the like. (At Annex C is a copy of the minutes of our most recent meeting.) There is no permanent MAG staff--clerical support is provided by the Chairman's home office and by the Executive Secretary.

4. ACCOMPLISHMENTS: The accomplishments and impact of the MAG have varied greatly, in part due to variations in the way in which it has been used by senior management as well as differences in the views brought forward by its members. It serves the DCI and Agency managers as a sounding board and a place where Agency officers could



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bring problems that were inappropriate for the Inspector General or for Directorate managers, but which could have a wide interest to or impact on Agency employees. It has sponsored Agency activities, including a Speakers Program and the Memorial Ceremony, and is, at present, working on guidelines for Agency employees about what they can say about the Agency in public, and employee concerns about the Office of Security reinvestigation program.

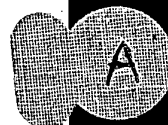
5. DIRECTION: Over the past several years, members of the MAG--especially those who are newcomers to the process--frequently ask whether the MAG should continue its existence. While the MAG may at one time have been used by the DCI or other senior managers, this has not been the case in recent years. Over the past several years, members of the MAG have discussed whether it should continue. The common view of members is that the DCI and other senior managers have not used the MAG. We have tried to dig out issues that seem appropriate for our attention and to solicit the views of managers as well as employees. We have learned, however, that complete self-direction turns the MAG into an organization always looking for a mission. In addition, we find that Agency employees do not use the MAG very often to explore or resolve issues. Nonetheless, a survey of Agency employees by the MAG in regard to continuation of the Speakers Program surfaced a number of other issues that deserve attention. Among these were concerns about communication with employees at the outbuildings, parking, security and various substantive issues related to CIA's role in national security.

6. USING THE MAG: The majority of present MAG members, as well as many of those who have served recently on the panel, believe the MAG should continue, but only if it can be truly useful. Therefore, we would like to put the question to management quite simply: Should we continue to have a DCI MAG? Would you be willing to ask us to review questions or give our advice about matters that affect the Agency population? And, would you or other senior managers be willing to meet with us periodically to obtain our views?

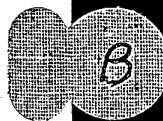
7. MEETING: We would like to meet with you to discuss the MAG at a time convenient to you. We want to be helpful to senior management and to our fellow employees; we look forward to working with you.

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Attachments: A/S
A - Membership List
B - Charter
C - Minutes 25 April 1988 MAG Meeting



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DCI Management Advisory Group _____

CHARTER

1. PURPOSE:

The DCI Management Advisory Group (DCI MAG) is to:

- o Enhance communication between Agency employees and senior management;
- o Assist management by identifying, commenting on, and offering recommendations on Agency issues and problems;
- o Provide opportunities for mid-grade officers to broaden their understanding of and have first-hand involvement with Agencywide functions and dynamics.

2. RESPONSIBILITY:

In fulfilling these purposes, the DCI MAG has the responsibility to:

- o Receive from its members or any employee suggestions for areas of possible consideration by the Group;
- o Establish an agenda for its activities;
- o Request information and presentations from Agency components;
- o Task its membership in support of its activities;
- o Maintain communication with directorates, components, and Agency employees;
- o Inform senior management of the DCI MAG's activities and the results of their deliberations.

3. MEMBERSHIP:

- o Composition: Three representatives shall be appointed from each directorate, and two members from the DCI Area. An additional (non-voting) member from the DCI Secretarial/Clerical MAG will be included as an exofficio member;
- o Terms: Members shall serve 1 year terms and may be reappointed by the appointing directorates;
- o Officers: The MAG shall select one member to serve as Chairman and one to serve as Vice Chairman.

4. SELECTION OF MEMBERS:

- o Appointments: Each directorate and the DCI Area shall appoint their representatives and notify the Chairman of the DCI MAG through the Agency's Executive Secretary of these appointments;

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- o Guidelines: In making these appointments, Directorates should consider the following guidelines for selecting their representatives:

- within Grades 12-15;
- within employee Categories I or II;
- available to serve at least a one-year tour;
- available to attend meetings and participate in the activities of the DCI MAG.

5. MODE OF OPERATION:

In the conduct of its activities, the DCI MAG:

- o Shall hold regularly scheduled meetings, at least monthly, and specially called meetings as needed;
- o Shall keep a record of its meetings, with responsibility for drafting minutes rotated among the members;
- o May adopt format or requirements as it deems appropriate for presenting items for its consideration;
- o Shall assure the security and confidentiality of all information to which it has access;
- o Shall work closely with its designated advisor, who may attend all meetings, and will receive minutes of the meetings and periodic information on the Group's activities as requested;
- o Shall employ appropriate mechanisms for communicating with management and employees (these may include periodic bulletins or newsletters, bulletin board announcements, seminars, or other such methods).

The Advisor to the DCI MAG (the Agency Executive Secretary) shall communicate with senior management for assistance in securing member appointments and assist the MAG on other matters as requested.

Reviewed by:

Executive Secretary

Approved by:

Executive Director



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MEMORANDUM FOR: Members, DCI/MAG

FROM: Gary M Williams
Chairman, DCI/MAG

SUBJECT: Minutes 25 April 1988 MAG Meeting

ATTENDEES:

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1. The DCI/MAG met on 25 April 1988 at 1200 to 1400 hours in 7D32 Hqs. The meeting was chaired by [] The meeting was basically a review of where we stand on various of our AWP topics and then discussion of other areas of interest.

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2. One area of concern is that there are a number of vacant positions on the MAG and there are several officers whose term is ending soon. We will need to get replacements. [] will call the various Directorate staffs to ask that replacements be named ASAP.

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3. The assignment of AWP topics is as follows:

Communications
Speaker Program ([] is going overseas soon need new person)
Poly and Security
Training Managers and Management
Work Place and Modular Furniture
Morale and Motivation

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We will need to update any progress in any of these topics at each meeting. For example, [] normally gives us an up-date on the HRTF activities at each meeting. This helps us to focus on what progress, if any is being made.

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4. The Memorial Service will be held on 31 May at 1430 hours in front of the memorial wall in the Hqs lobby. [] will moderate, as did [] last year. The Director will speak, then the DDO will present the background of the officer being memorialized [] [] will unveil a memorial plaque for the Air America personnel who died in our service, the DCI will place the wreath, and there will be a closing with America the Beautiful by the Keynotes and those assembled. STAT
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5. One of the problems that is facing us is the integration and motivation of new employees. In many units, there has not been a steady influx of employees. It tends to come in waves, with long periods between new arrivals. This leads to a lack of familiarity with how to deal with these new employees and a lack of understanding of what they don't know and how their thinking may be different than ours. It is known by the psychologists as New Guard, Old Guard. These people have very good qualifications in most cases and have the ability to learn and do the work. The difference is that their approach to the work and the workplace may well be rather different from those who have been here for long periods. This can be a natural cause of friction and misunderstanding on both parts. What can we do to overcome this miscommunication and lack of mutual understanding? This is an area that does need to be addressed.

6. The HRTF has continued to study the issues discussed by [] at our last meeting. The HRTF has gone forward with their proposal for an Awards Package recommending that the approval for up to \$5,000 be delegated to the DDs and that lesser amounts can be delegated to lower levels of management for approval. STAT

7. [] will take over the Modular Furniture and Quality of Life in the Work Place issue from [] We wish to welcome [] as one of the S&T MAG Members. STAT
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8. [] has arranged for a Speaker on Panama to give a presentation in the Bubble on 3 June at 1200 hours. An Employee Bulletin will be issued soon. [] is leaving and [] are working with DO/CMS to get two new DO members for the MAG. We wish to thank Tom for his work with the MAG and the Speakers Program. STAT
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9. [] reported on Communications. She passed around "News and Views", an OP newsletter. [], SA to the D/OP does it on a biweekly basis in 800 copies. It is very popular and well received by the Personnel careerists and some DO personnel (who have the good fortune to get access to it.) They are getting into STAT
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broader issues as they go along. The Re-Investigation Program was rather well covered in one issue. There was an article on terminally ill employees that got a very good response and seemed to meet a need in a number of people.

10. Could the newsletter be made Agency wide? Could we have an on-line service (AIM) of non-sensitive issues and general interest issues? The Newsletter contains a calendar of events and activities within the Agency. It could reach 50% of the Agency in this format. At [] they have Sign Lines which carry short messages of information to those passing through the lobby. It was suggested that this system be installed in Hqs, but the Fine Arts Committee thought it looked tacky, so it has been stalled. STAT

11. [] is on the Communications Working Group and they are looking into the intraAgency communications problems. We will look forward to her input also in this area. STAT

12. [] are working on the Newsletter and Nancy is getting a Desk Top Publishing system. Can we get this expanded to include all Directorates? We should get out an Employee Bulletin asking the population if they want an Employee Newsletter and if so what should it contain. STAT

13. We need to study the subject of Management Training.

14. Please come to the meeting ready to discuss your AWP area and also with any suggestions that you might have on other areas. [] will bring along the MAG letter to the DCI to the meeting. If everyone is in agreement, he will forward the letter to the DCI and ask for a meeting at the DCI's earliest convenience to let him meet his MAG group and to discuss with him what role he sees for us. STAT

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Central Intelligence Agency
Washington, D.C. 20505

22 June 1988

Executive Secretariat



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The MAG seeks the DCI's endorsement and broad guidance. Without these, the Group would reluctantly agree it is better to disband. Most MAG members today belong to components "off-campus." They want to belong to the mother ship. Hence, their active interest in being a part of a process to improve intra-Agency communication. The individual surveys and projects noted in the Chairman's memo are worthy efforts shared within the Group. In my view, senior management is generally aware of the issues and information. Newsletters sprouting in various offices reflect local initiatives similar to MAG's current fascination with faster, better institutional communication across directorates.



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